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## Practicing CPA, vol. 18 no. 3, March 1994

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# The Practicing CPA

MARCH 1994

Published for All Local Firms by the AICPA Private Companies Practice Section 

## DEVELOPING A COMPUTER STRATEGY FOR A SMALL FIRM (PART 1)

Technological advances occur so quickly that we need to develop strategies regarding computer hardware and software purchases if we are to avoid acquiring inappropriate or unnecessary equipment. The process is not difficult and can be tied into the development of your firm's strategic plan.

First, compare your current gross billings with what you expect them to be in three years' time; then, do the same for the number of people in the firm. Next, see which computer applications you currently employ and which ones you anticipate using in the future. Finally, take stock of your current computer resources and determine what you are willing to spend on new equipment. Let's now look at some basic hardware requirements for the foreseeable future.

### Local area networks (LANs)

You should aim to make a local area network the backbone of your hardware plan. LANs are valuable in a CPA firm because they permit

**The sharing of physical resources.** The LAN only requires one DAT-type tape drive to back up all the machines on the system, and one printer, such as an HP Laser Jet IIIsi. This obviates the need for separate resources.

**Shared software.** LAN licenses are typically cheaper than purchasing individual licenses for each user. You also avoid the problems associated with having different versions of the software on each machine in the office.

**Shared data.** With a LAN, you have only one source of data and, thereby, avoid integrity problems. A LAN can also avoid the administrative nightmare which can result from keeping client information on floppy disks or tape.

**Electronic mail (E-Mail).** LANs allow the implementation of many work group products, such as group scheduling and E-Mail.

Two components of a LAN are critical—the network operating system and the wiring. Most CPA firms

choose Novell as their network operating system vendor. The industry standard, Novell has the largest installed user base, the most vendors selling the product, and the largest number of trained installers.

Novell's major competitor is Lantastic. For low-cost networks (three to four machines) without a dedicated file server, Lantastic is an excellent choice. I believe it is a superior product to the "Novell Lite" system.

Our office is wired with coaxial cable which, as it ages, is proving to be somewhat troublesome. The T-connectors suffer from metal fatigue and, consequently, yield false connections. I believe the preferred wiring method today is shielded, twisted pairs. It is easy to install and simple to repair. For networks of under twenty-five users, the speed is comparable to coaxial, and there is a wide range of network adapter cards available.

No matter which type of wiring you choose, make sure the installation is done correctly. Hire a firm that specializes in wiring LANs. Make sure you obtain a written contract regarding the services the firm is to perform and the payment terms. Specify

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in the contract that you are to be delivered detailed plans showing the locations of all the cables. Also, contact your landlord to find out if there are any physical restrictions, such as asbestos contamination, before you hire a wiring contractor.

### **The desktop computer**

The majority of CPAs use IBM-compatible computers with the MS-DOS operating system version 6.0. (Older versions should be upgraded to avoid problems with recently developed software.) If your computer hardware is obsolete and you are considering replacements, the following review of developments in the various computer subsystems should help you determine the minimum configuration of your next basic office machine.

**The central processing unit (CPU).** Most CPUs for MS-DOS computers have been manufactured by or licensed from Intel Corporation. The Intel 8088 chip (the original CPU) and the next generation 80286 chip are now technologically obsolete for use in a business environment. The proper starting point for most office computer systems is the 80386 chip.

The "386" chip operates at various speeds, called "clock rates" and expressed in megahertz (MHz). A typical system would run at 25 MHz. The i486 and i486sx CPUs are faster than their predecessors, but more expensive. The 486 is compatible with the 386 class, and it is likely that many users will switch to it. An even more powerful version, the 586 class chip, is becoming available, but its premium price will likely preclude most firms from using it for the time being.

**Random access memory (RAM).** There are two key considerations about a system's RAM: how much RAM the machine can hold on its mainboard (the motherboard) and whether it uses single in-line memory modules (SIMMs) or individual memory chips. One megabyte (1Mb) of RAM is standard on most computers, but this is generally not enough to run complex programs such as Lotus Version 3.1+. Therefore, consider machines with at least 4Mb of RAM and the ability to expand to 8Mb.

The primary reason for having this memory expansion capability is the growing number of applications being written for MicroSoft Windows.

In order to use this software, you need at least a 386sx processor with 4 to 8Mb of RAM.

Whether or not the computer uses SIMMs also relates to the issue of expandability. SIMMs are small circuit boards with memory chips mounted on them that snap easily into the computer's motherboard. Such a system is easier to upgrade than when each small, fragile RAM chip must be individually replaced.

**Floppy and hard disk drives.** Because the cost of hard disk drives is now quite low, the minimum capacity hard drive we install is 80Mb. Keep in mind when deciding on capacity that some software, such as tax processing programs, requires as much as 20Mb of disk space before any client data is put on the system.

We usually install both a 3½" and a 5¼" floppy drive. It costs only about \$70 more to have both types and gives the user flexibility to accept either format from clients and other sources.

**Cabinets.** We favor the "Mini Tower" computer cabinet. These typically accept one hard disk drive and two floppy drives, and are designed to stand upright on a desktop. This puts the power switch and floppy drives within easy reach of the user.

**Monitors.** Computer programs use color much more than in the past, so I recommend purchasing a color monitor. This should be a 14", non-interlaced VGA display device with a .28 mm dot pitch, and be matched with a VGA display card with at least 512K of video RAM on it. Although new, higher resolution monitors are constantly being introduced, I don't recommend their purchase, except for heavy users of Windows software.

**Mouse or trackball.** In order to use Windows-based software effectively, you need a pointing device (or mouse). These devices, which are widely available from many manufacturers, cost \$25 to \$75. They allow you to quickly execute complicated instructions by simply pointing the cursor and clicking a button.

A trackball is basically an upside-down mouse. Instead of moving the mouse across your desk, you rotate a ball in a stationary container. Trackballs tend to cost \$25 to \$50 more than a mouse.

*(continued on page 8)*

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## Report on 151 Ethics Investigations Resulting from Referrals by Government Agencies

In 1986, the President's Council on Integrity and Efficiency initiated a program in which the Inspectors General (IG) of government agencies refer to the AICPA professional ethics division those audits of entities receiving federal financial assistance, which the agencies consider substandard.

The professional ethics division investigates the

complaints and referrals according to the procedures of the Joint Ethics Enforcement Program of the AICPA and state societies. The results of the investigations are confidential. We believe, however, that knowledge of the most common deficiencies found in 151 investigations will be useful to practitioners when planning and conducting audits of these entities. ☑

### Most Frequently Occurring Technical Standards Violations

	<i>Number of cases</i>		<i>Number of cases</i>
<b>General Standards Rule 201A</b>		Inadequate or no subsequent	
Professional competence <sup>(a)</sup>	9	event review	25
<b>General Standards Rule 201B</b>		<b>Accounting Standards Rule 203</b>	
Due professional care <sup>(b)</sup>	37	Financial statement disclosures	
<b>Auditing Standards Rule 202</b>		do not comply with GASB	19
Audit report deficient <sup>(c)</sup>	61	<b>Acts Discreditable Rule 501 <sup>(e)</sup></b>	
Inadequate or no client		Interpretation 501-3, "Failure to Follow	
representation letter	54	Standards and/or Procedures or other	
Inadequate or no supervision		Requirements in Governmental Audits"	
and/or planning	45	Inadequate or no compliance testing	84
Inadequate or no audit program	39	Inadequate or no study and evaluation	
Inadequate or no supporting		of internal control <sup>(d)</sup>	67
documents (workpapers)	36	Internal control report inadequate	58
Inadequate or no evidence of		Compliance report inadequate	39
study and evaluation of internal		Workpapers are inadequate per GAGAS	
control (per GAAS) <sup>(d)</sup>	25	or agency audit guide	41
Inadequate or lack of disclosure	29	Financial statement disclosure does	
Inadequate or no attorney's letter		not follow agency audit guide	24
or litigation work	29	Reportable conditions not disclosed	21

<sup>(a)</sup> Lack of "professional" competence occurred in cases where the respondent undertook an engagement and performed it without learning the requirements connected with that type of engagement.

<sup>(b)</sup> Lack of due care was cited in cases where there were many typographical errors, amounts shown in the financial statements did not tie in to relevant items in the notes, incorrect titles or headings were used, and reports were not signed.

<sup>(c)</sup> Examples of audit report deficiencies are: no reference to generally accepted auditing standards; no reference to generally accepted accounting principles; audit report is not qualified in circumstances when qualification is required; audit report is qualified without adequate reason; or, in most recent audits, no compliance with SAS no. 58 or SAS no. 62.

<sup>(d)</sup> A study and evaluation of internal controls of the entity and evidence thereof is required under GAAS. SAS no. 55 was not yet in effect in the timeframe of the subject audits. Under GAGAS, however, there are additional requirements for study and evaluation of internal controls regarding federal financial assistance. Further, the evidence for such

study and evaluation is judged under the more stringent workpaper requirements of governmental auditing standards and/or agency audit guides.

<sup>(e)</sup> Prior to the issuance of SAS no. 63 (AU § 801) in April 1989, there was no AICPA pronouncement under generally accepted auditing standards regarding compliance auditing.

However, under Rule 501, Interpretation 501-3 of the AICPA Code of Professional Ethics, "Failure to Follow Standards and/or Procedures or other Requirements in Governmental Audits," when an auditor undertakes a governmental engagement and agrees to follow specified government audit standards, guides, procedures, statutes, rules, and regulations, he or she is obligated to follow those standards in addition to GAAS.

Because the 151 engagements, which are the subject of this report, were conducted in 1982 through 1989, Rule 501, Interpretation 501-3 was cited for compliance audit-related violations. Under current standards, most similar violations would be cited under Rule 202, Compliance with Standards, of the AICPA Code of Professional Conduct, specifically SAS no. 68.



## How to Help Clients Avoid Family Conflicts Over Money

Family wealth can be a mixed blessing. No matter their age, the children of successful parents are sometimes ill-prepared to deal with bequests of large amounts of money. In addition, intrafamily loans have a knack of bringing simmering resentments to a boil and breeding sibling jealousies that continue for years.

Of all professional advisers, CPAs are in the best position to help clients avoid letting their wealth erode family relationships and can advise them on using it to strengthen family bonds. Following are six suggestions in this regard that should add value to your current client service, and potentially make your job easier, to the extent any such family conflicts over money dissipate.

**Suggest clients establish clear criteria for family loans.** Business owners should not treat loans as a referendum of their love for or trust of their children. Loans should be made in a businesslike manner. If a client wants to help a family member finance a business venture, he or she should insist that the borrower present a sound business plan showing (1) how the money will be used, (2) cash flow projections, and (3) a schedule for repayment. You can assist the client in developing procedures to ensure consistent and timely repayment.

**Encourage clients to communicate their feelings about money.** People view wealth differently. If clients regard money, basically, as a means of accomplishing goals, they will probably understand that other family members may have values, styles, and objectives that are different from their own, but which they can support. You might even recommend holding a family meeting (with rules of order) to discuss the family's wealth, its origins, and how the family might best perpetuate its heritage.

**Suggest clients pay relatives their open-market worth.** Generally, in business, compensation is based on an individual's performance, skill, and competence. This is not always true in a family business, however, where family members are often paid equally, despite differences in expertise and commitment to the business. Such practice sets up conflict and resentment.

To avoid such problems, you might suggest to business-owner clients that they insist all family members work for an outside company before they join the family business. This will not only enable them to develop valuable skills, but they will also be exposed to more realistic assessments of their worth in the marketplace.

**Enlighten clients about teaching stewardship to the next generation.** When unprepared relatives

inherit considerable wealth, they often don't know how to manage it responsibly. To teach family members about stewardship, one suggestion you might make to business-owner clients is that they take advantage of the gift-tax exclusion (IRC Sec. 2503(b)) to make annual gifts to their children, with suggestions as to the amounts they invest and donate to charities of their choice before they spend any of the money. The idea is to make suggestions that can help close any rift that has grown between siblings who are involved in the business and those who are not, by establishing a common interest that requires them to cooperate.

**Warn clients not to use trusts as a mechanism of control.** When clients treat their children as though they were immature (by setting up trusts in which the children have no say about investment decisions that affect their inheritance and are not allowed to learn from their mistakes, etc.), this can have the opposite effect from what was intended.

You might point out that a trust should not prevent younger family members from gaining experience in managing money, and that this experience can only be obtained if they are free to make mistakes. In addition, threats of disinheritance (for disapproved behavior) do not promote family harmony or prepare people to handle money wisely.

**Recommend the use of shareholder agreements with lifetime exit provisions.** Often, family wealth is transferred in the form of illiquid business assets. Disagreements over how the company is managed or how and when profits are distributed to shareholders can provoke tension between family members. Recommend that shareholder agreements contain provisions so family members who are inactive in the business can realize value, and those who are not happy in the business can be bought out.

Family conflicts over money are sensitive issues. Nevertheless, this is an area where the CPA can both help current business-owner clients and build a stronger relationship with their successors and other family members. You can provide a valued service by helping clients avoid such problems. This should be profitable both for them and for you. ☑

— by **Lee Baumann Cohn, CPA**, and **Mike Cohn**, *The Cohn Financial Group, Inc.*, 5080 North 40th Street, Suite 235, Phoenix, Arizona 85018, tel. (602) 468-9667

*Editor's note: Ms. Cohn was technical adviser for and Mr. Cohn the author of Passing the Torch: Succession, Retirement, & Estate Planning in Family-Owned Businesses (New York: McGraw-Hill, 1992). To purchase the book (discount cost to AICPA members, \$15), call (800) 422-3883. Ask for operator 2.*

## Your Voice in Washington

### **Rousing speech by U.S. Senator supports securities litigation reform; position on issue credited to AICPA key person**

A rousing speech to participants at the AICPA Federal Key Person Conference by Sen. Barbara Mikulski (D-MD) in support of legislation to reform our nation's securities litigation laws also exhorted CPAs to get involved with their elected officials.

Sen. Mikulski credited her AICPA key person and the Maryland Association of CPAs with convincing her to support liability reform. She said, "...They gave me case examples of what it would mean to sectors of the Maryland economy; they also gave me examples of what it would mean to Maryland businesses that are so important in terms of generating new jobs ....As I listened, I found out that accountants are being lumped into these securities lawsuits that are filed at the courthouse just hours after a change occurs in the stock price....Know that I came to this position...because I listened to you ...."

Sen. Mikulski said she supports "the effort being made" by Sen. Christopher Dodd (D-CT), the chairman of the Senate Securities Subcommittee, to introduce a securities litigation reform bill this year. Sen. Dodd's public announcement that he intends to introduce a bill demonstrates the success of the accounting profession, at hearings last summer, in persuading the Securities Subcommittee that Congress needs to address the problems connected with litigating securities cases. Sen. Dodd's announcement also means an important obstacle has been overcome in the AICPA's efforts to achieve securities litigation reform.

Commitments of support from other members of Congress will be essential, however, if the profession is to attain its goal of enacting securities litigation reform legislation. Sen. Mikulski's speech is a striking example of how effective constituents can be in persuading their members of Congress that reform is needed. The lesson to members of the accounting profession from Sen. Mikulski, who is a liberal Democrat and was not considered a likely supporter of litigation reform, is that no public official should be "written off" in the campaign to pass securities litigation reform legislation. ✓

*The AICPA key person program is the Institute's grassroots lobbying program; it relies on the personal rapport of CPAs with their elected representatives to serve as spokespersons for the profession. The conference at which Sen. Mikulski spoke was held in January in Washington, D.C.*

## Conference Calendar

### PCPS Conference\*

**May 1-4**—Sheraton Bal Harbour,  
Bal Harbour, FL

Recommended CPE credit: 21 hours

### Tax Strategies for the High-Income Individual

**May 5-6**—Flamingo Hilton, Las Vegas, NV

**May 23-24**—Opryland Hotel, Nashville, TN

Recommended CPE credit: 16 hours

### Spring Tax Division Meeting\*

**May 16-18**—The Washington Renaissance  
Hotel, Washington, DC

Recommended CPE credit: 8 hours

### Marketing and Managing a Successful Tax Practice

**May 19-21**—The Pointe Hilton at Tapatio  
Cliffs, Phoenix, AZ

Recommended CPE credit: 16-20 hours

### Tax Symposium\*

**June 3-4**—Brown Palace, Denver, CO

Recommended CPE credit: To be announced

### Divorce Conference

**June 6-7**—New Orleans Marriott,  
New Orleans, LA

Recommended CPE credit: 16 hours

### CPA and the Older Client

**June 20-21**—Fairmont Hotel,  
San Francisco, CA

Recommended CPE credit: 16 hours

### MICRO94: The AICPA Microcomputer Technology Conference

**June 26-29**—Bally's Casino Resort,  
Las Vegas, NV

Recommended CPE credit: 24 hours

### National Accounting & Auditing Advanced Technical Symposium

**June 27-28**—Ritz-Carlton Buckhead,  
Atlanta, GA

**July 28-29**—Desert Inn, Las Vegas, NV

Recommended CPE credit: 16 hours

To register or for more information, call the  
AICPA CPE division, (800) 862-4272.

\*For further information, call the AICPA  
meetings and travel department, (201) 938-3232.

## Power Writing: Effective Business Communication

What image do you have of your local power or telephone company? If it isn't a particularly good one, have you ever wondered why? They generally provide excellent technical services. You flip the switch and the light goes on. Or you pick up the phone and the dial tone hums. Yet, that is not when we think about these companies. We tend to think of them only when the power doesn't work, or the phone doesn't connect, or when we pay our bills. Because such occasions often result in our only communication with them, our image of these companies may be quite poor.

But power and telephone companies are not alone with this problem. Your firm may be just as susceptible to a negative client image. Have clients ever made comments such as "You don't seem to value my business anymore. The only time I hear from you is when I receive an invoice or when you are trying to sell me another service. When will I be appreciated for the services I already buy?" When clients express such sentiments, CPA firms are vulnerable.

### What to do

Use any excuse to stay in contact with your clients. Communicate with them as often, as personally, and as clearly as you can. Send clients at least two letters of goodwill each year. Take aim before you write, however.

Just as you probably wouldn't simply hop in a car to drive from one part of the country to another without referring to a map and planning your trip, neither is it advisable to start writing without planning what you want to say, how you want to say it, and the goals you want to achieve. So, before you begin, ask yourself

- ☐ Why am I writing?
- ☐ What do I want to say?

### Board Approves Combining Practice-Monitoring Programs

At its February meeting, the AICPA board of directors agreed on a plan to combine the PCPS peer review program with the quality review program, effective for reviews beginning after April 1, 1995. The next issue of the *Practicing CPA* will explain the reasons for combining the programs, implementation details, and describe how the PCP executive committee will increase its focus on advocacy and services for small and local firms.

- ☐ What do I want to accomplish?
- ☐ What action or reaction do I want when the client finishes reading?

Once you have a clear goal in mind, write!

Many business writers edit their thoughts before they commit them to paper or screen. Don't do that. Just talk out your ideas on the page, screen, or dictating machine.

CPAs are always telling me they can't write. But when I ask them to explain their ideas to me — the ideas they need to write about — they have no problem. If you can talk, you can write. Just get the words on the page or screen. Don't be concerned with readability at this point, only with getting your ideas in writing.

Editing comes next. When you have finished the rough draft, you can then go through it revising, editing, and polishing the phraseology. You will find it much quicker to polish a rough draft than to write it, and this three-step method should save you considerable time.

### Keep the message positive

It is important to keep the message positive and focused on the client. What is a routine matter to the writer might be threatening or stressful to the reader. Present each situation in as positive a manner as possible.

Avoid suggesting the reader is careless. Expressions such as "you neglected to" or "you overlooked" won't help the message. Be careful not to use phrases that imply the reader is a liar ("you claim that," "you state that"), or is ignorant ("I fail to understand how," "I am at a loss to know"), or is a child ("I must insist," "I must ask you to"), or anything else of a similar nature.

Construct your messages so they say what can be done instead of what hasn't been done, and what criteria need to be met, instead of what criteria weren't met. As a motivational speaker, Joel Weldon says, "Success comes in cans, not in cannots." That is worth keeping in mind the next time you write something.

### Write to express, not to impress

Many of us seem to have two different vocabularies — one we use when we speak, the other when we write. When we talk to a client, for example, the word "use" is appropriate. When we put our words on paper, however, the word "utilize" seems more acceptable. In conversation, we'll "help" clients with some problem. In writing, we'll "assist" them. Why?

Some people think if they use fancy words, they'll seem more educated or polished. Sometimes it is simply bluster. A writer may not be well-informed

### Outdated Expressions and Up-To-Date Replacements

Instead of...	Write...
In order to	To
It is evident that	Omit. (If it is evident, there is no need to repeat it.)
Obviously	Omit. (It can seem insulting.)
On two different occasions	Twice.
In regard to	Regarding. About
A great number of times	Quantify
In the first place	First. Second
Is of the opinion that	Thinks. Believes
I am in receipt of	I have received
With the exception of	Except for
More than happy to	Happy. Pleased
Please feel free to call	Please call
As soon as possible	Provide a specific date and justification for the deadline

about some issue and figure the liberal use of multisyllabic words will sufficiently impress the reader. Whatever the reason, trying to impress is usually the wrong tactic. Good ideas need no embellishments. You will get better results from your correspondence if you just express yourself naturally.

An easy way to learn how to write to express rather than to impress is to ask yourself, "Would I say this if I were talking instead of writing to the client?" When your answer is "Yes," you will find that your writing, when read, sounds more natural. This will be easier for the client to read and more

likely to get you the result you want. It will also be quicker and easier for you to write when you can just be yourself.

### Update your writing style

Most of us didn't learn to write in school, although we might have been taught the discipline. For example, were you ever told to write a 150-word composition? Did it matter that you could have said everything you needed to say in 50 words? Absolutely not! Your teacher said 150 words and you had to keep going. "Teacher, does 'a' count as a word? How about 'the'?" Remember?

It was even worse in college. Do you recall attempting to fill those blue examination books because you knew if you did you would receive a grade of B? If you happened to write something worthwhile, you might even get an A.

What happens when we are finally in the real world and someone asks us to "put it in writing"? Most of us go to the office file and copy what a senior partner wrote ten years before. The result is outdated language, clichés, and redundant expressions that add nothing to the quality of the correspondence. (See exhibit opposite.)

By learning to write in a clear, positive, and focused manner, you show clients you care about them and their businesses. By communicating often, you build both rapport and your practice. ☒

— by **Sue A. Hershkowitz**, *High Impact Presentations*, 14846 N. 54th Place, Scottsdale, Arizona 85254, tel. (602) 996-8864, FAX (602) 996-6667

### Executive Education for CPAs

The executive education program developed by the AICPA management of an accounting practice committee and the University of Texas at Austin offers partners and managers of CPA firms affordable instruction in executive-level management theories and techniques.

The complete program consists of six 2½-day modules, with two modules being presented each year. Participants may register for individual modules. A program certificate will be awarded to participants who complete all six modules.

Module 2, which will focus on communication skills for negotiations and presentations, team work, and decision making, will be held on May 2-4 at the University of Texas at Austin. To obtain a course description and registration form, call the AICPA, (212) 596-6138, or (800) CPA-Firm.



# **Computer Strategy** (continued from page 2)

## **Summary — a basic office computer**

Based on foreseeable trends, a basic office computer would need to contain the following components:

- ☐ MS-DOS version 6.0 and Windows version 3.1.
- ☐ 386sx processor running at 25MHz or faster.
- ☐ 4Mb RAM using SIMMs, with room on the motherboard to expand to at least 8Mb.
- ☐ 3½" and 5¼" floppy drives.
- ☐ 80Mb hard drive.
- ☐ Mini-tower cabinet.
- ☐ VGA color monitor and display card with 512K of video RAM.
- ☐ Mouse or trackball.

This basic system should be available for under \$1,300 from numerous mail order suppliers or for about \$250 more from a local computer dealer.

## **Optional equipment**

**Printers.** Prices have dropped below \$800 for a four-page-per-minute laser printer, and most software is now designed to work with this equipment. The only reason for a CPA firm to keep a dot matrix printer would be for making multiple copies of invoices or statements for clients.

My choice is the Hewlett Packard laser printer. The quality and performance of this printer are outstanding. The current models are the HP IV, with a high resolution of 600 DPI, and the HP IIIsi, which produces 17 pages per minute and holds 1,000 pages for printing and 500 printed sheets.

**CD-ROM.** The main advantage of CD-ROM technology is the ability to access large amounts of data quickly and inexpensively. CD-ROM readers can now be obtained for under \$400 from mail order firms, and in most instances are simple to install. Software products, such as those from FastTax and Research Institute of America, allow easy access to IRS regulations and private letter rulings going back many years, and to Federal and state income tax forms. CPA firms are likely to make more and more use of this technology in the future. ☑

— by **Adrian B. Stern, CPA**, Clumeck, Stern, Phillips & Schwartz, 15910 Ventura Boulevard, Suite 1633, Encino, California 91436, tel. (818) 906-2230, FAX (818) 789-8856

*Editor's note: The second part of Mr. Stern's article, dealing with basic software requirements, will appear in a future issue of the Practicing CPA.*

